

Appendix B

DATE Jan 21

Risk Category		Organisational Management		
Risk Description	1 Failure of the leadership of the MCA Executive to respond and adapt to the priorities of the Mayor, MCA and the LEP resulting in organisational priorities and team / individuals objectives that are poorly articulated and communicated are poorly articulated and communicated that could mean outcomes are not achieved.	Probability	Mitigated probability	
	2 Due to the rate and pace of change, due to the pandemic, devolution and new priorities, the MCA Executive does not have the capacity or capability to deliver the emerging priorities and programmes. That could mean a loss of funding, failure to deliver outcomes, reputational damage, and the potential for an increase in staff absenteeism due to stress.			
	3 Failure to agree a sustainable budget for the MCA Executive, continued dependence on short-term and temporary funding streams, creating a reliance on short-term fixed term contracts and the use of short term consultancy contracts or agency workers.			
	4 Diversion of resources as a result of COVID-19, and remote working, leading to delays in progressing new business priorities or increased inefficiencies in progressing core operations that could mean increased errors and / or costs.			
	5 Failure to have in place an adequate and effective approach to business continuity management, which due to technical, health or operational disruption could mean the operations, programmes and services of the MCA Executive are significantly disrupted.			
Overall/average mitigated probability score				
Potential Impact / Consequence if risk materialises	1 Increasing resignations and staff absenteeism	Impact	Mitigated impact	
	2 Difficulties in recruiting, leading to higher costs			
	3 High level of establishment vacancies, higher levels of off-establishment appointments			
	4 Outcomes and resource plans not aligned to priorities			
	5 Disruption to payments, operations, services			
	6 Reputational damage to the Mayor and the MCA and the Management Board of the MCA Executive			
Overall/average mitigated impact score				
Existing mitigation strategies / controls for the risk category	Weekly Group Management Board meetings, to facilitate planning for policy and delivery priorities and to agree organisational communication.			
	Weekly meeting with Mayor, fortnightly meeting LEP Board and regular meetings with Leaders re their portfolio, led by Management Board.			
	Approval of an approach to establish Collaboration Teams (policy or programme focused) to increase the momentum and focus for new areas of activity.			
	Business Continuity Plan developed and monitored quarterly. Detailed lessons learned analysis of continuity issues as a result of COVID-19 integrated into MCA Executive Continuity Plan.			
Mitigated/Residual risk score				
Existing mitigation strategies / controls weaknesses	Corporate Plan, consolidating the priorities of the Mayor, the MCA and the LEP as documented in the various strategic documents not yet drafted. MCA has full influence over decision making to address the weakness.			
	Full review of HR policies and practices, new job evaluation approach, corporate values and behaviours, a new approach to objectives and job chats (reviews), a new induction and training and development process. MCA has full influence over decision making to address the weakness.			
	Detailed work on a hybrid approach to working, blending remote and office based, to maximise impact of collaborative working and the continued safety of employees. MCA has full influence over decision making to address the weakness.			
	MCA Executive regularly briefs all employees but there is no established Employee Forum. MCA has full influence over decision making to address the weakness.			
Action Plan	Corporate Plan to be drafted to clarify the Mayoral, MCA and LEP priorities to be progressed.	Status update	Interim date	completion date
	Review of establishment structure, monitoring of HR statistics for recruitment, absenteeism and performance issues, to become part of quarterly HR Monitoring Report.	Draft completed - finessing KPI linked to business planning work	Oct-20	Dec-20
	Review of non-establishment positions to be undertaken and to become part of quarterly HR Monitoring Report.	Review undertaken of data and KPI report included as part of corporate plan monitoring - baseline report due end of Q4	Oct-20	Dec-20
	Consider options for an employer voice forum.	as above completed	Sep-20	
		Incomplete for MCA but in place for PTE. New approaches in place during pandemic for staff engagement - but will look at formal approaches aligned to integration work	Sep-20	Nov-20
Risk / Mitigation Owner	Ruth Adams			

Key

1 - Remote
2 - Unlikely
3 - Possible
4 - Probable
5 - Highly Probable

Key

1 - Immaterial
2 - Minor
3 - Moderate
4 - Major/Serious
5 - Extreme

Key

1-4 Low
5-10 Medium
11-16 Medium-High
17-25 High